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IRAQ ADMINISTRATIVE REFORM PROJECT

MONTHLY PROGRESS REPORT MARCH, 2016

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ACRONYMS

BIAP	Baghdad International Airport
BPD	Barrel Per Day (Oil)
CCR	Continuous-generation Catalytic reforming unit
COMSEC	Council of Ministers Secretariat
COP	Chief of Party
DG	Director General
DGGC	Directorate General of Government Contracts
EPC	Engineering, Procurement, and Construction
FY	Fiscal Year
GO	Governor Office
Gol	Government of Iraq
GPS	Global Positioning System
HQ	Headquarter
IDC	Iraqi Oil Drilling Company
IDMS	Iraq Development Management System
IED	Improvised Explosive Device
IG	Inspector General
INMS	Iraqi National Monitoring System
IQD	Iraqi Dinar
ISF	Iraqi Special Forces
ISO	International Organization for Standardization
IT	Information Technology
LC	Letter of Credit
MLDW	Mobil Lube De-waxing Process
MoFA	Ministry of Foreign Affairs
Mol	Ministry of Interior
MoO	Ministry of Oil
MoP	Ministry of Planning
MRC	Midland Refineries Company
MSI	Management Systems International
NCMDIT	National Center for Management Development and Information Technology
NDP	National Development Plan
OD	Organization Development
OJT	On- Job-Training
OPC	Oil Pipelines Company
PKK	Kurdistan Workers' Party
PSC	Private Security Company
RFP	Request for Proposal
SBDs	Standard Bidding Documents
SCOP	State Company for Oil Projects
SOC	South Oil Company
SPP	Standard Procurement Process
SRC	South Refineries Company
ToR	Terms of Reference
ToT	Training of Trainers
UNDP	United Nation Development Program
USAID	United States Agency for International Development
USG	United State Government

SUMMARY

Oil During this reporting period, USAID-*Tarabot* further developed and integrated its support to the Ministry of Oil (MoO), refining its overall vision and goals with the aim of increasing oil revenues through immediate practical solutions to existing oil sector deficiencies and problems.

USAID-*Tarabot* is working closely with senior officials in the Iraqi Oil sector to overcome difficulties in project implementation and contracting by applying project management techniques, and resolving contract disputes. It is also assisting selected ministry directorates in organizational development of their contracts departments, drafting job descriptions for their staff. Coordination continues with these directorates to clarify and improve the roles, responsibilities and lines of authority within MoO.

Additionally, outdated, harmful, and contradictory laws, regulations, and instructions are being reviewed with the aim of transferring powers from higher to lower levels of the bureaucracy. In the main time, USAID-*Tarabot* continues its support to MoO staff to qualify them and completes the steps of the PMP certificate exam.

Procurement USAID-*Tarabot* continued providing technical support to the MoP Help Desk on the use of the consultant services on the standard bidding documents (SBD's) and delivering technical assistance to GoI entities. It also assists MoP on the PPP program, delivering technical support and helping them to conduct the program.

Iraq Development Management System The MoP continues the rollout of the Iraq Development Management System (IDMS). The system enhances the transparency and management of Iraq's capital investment portfolio, allowing more efficient monitoring and control of public funds. USAID-*Tarabot* and the MoP IDMS team are in the final phase of evaluating the features of the IDMS before acceptance of the system. Reports were generated, and deficiencies are being discussed with Synergy.

Events: USAID-*Tarabot* project engaged in a variety of activities during March:

- **Total Events:** USAID-*Tarabot* teams held (155) events; representing (12) workshop and (143) meetings.
- **Locations:** (97) of these events were held at locations in Baghdad, while (1) event was delivered in Maysan and (57) were delivered in Basrah.
- **Institutions:** a total of (4) government institutions were involved in USAID-*Tarabot* activities in March; representing (4) ministries.
- **USAID-*Tarabot* Technical Teams:** The Procurement Advisory Unit implemented (3) events to support ministry of planning, (151) events were implemented by Oil Sector Team, and (1) events were implemented by IDMS Team.

I. RAPID IMPROVEMENTS OF THE OIL SECTOR REVENUES


During March, 2016 USAID-Tarabot continued moving forward with the implementation of its technical assistance program to Ministry of Oil (MoO) and its state companies by identifying and implementing high-priority interventions with the potential to bolster oil revenues.

I.1 Implementation of Critical Projects

I.1.1 Provide Technical Assistance to MoO to Implement Technically Challenged and Troubled Export Projects

- **Expedite Completion of JICA SEALINE: (SOC):** The JICA SEALINE project continues to lag between mediation meetings. All parties were to meet March 20th in Dubai attempt to reach consensus on the design disagreement, as well as to release the remaining equipment and material, but this long-awaited for summit has again been postponed with no rescheduled date at this time. The project is about 75% complete, with the offshore portion still under dispute. The SOC project manager expressed a desire for continued *Tarabot* involvement to assist in determining what kind of support they may need, but until the next meeting occurs, little progress can be made.
- **Expedite the Commission of Single Point Mooring (SPM) #5/Shipwreck Removal (SOC):** The SOC is still unhappy with the contractor, Mammoet's, removal of their salvage barge for operational recertification. The SOC wants a guarantee from the contractor, (which, due to internal restructuring, has ceded the remaining work to subsidiary Kool Mammoet), that they will recommence the work. This issue has been kicked back from the SOC to the MoO legal department for review. This month, *Tarabot* was given permission to engage with the MoO legal department to reach a resolution on this issue. The commissioning of this SPM will add 900,000 barrels per day of export capacity, and is crucial to help realize Iraq's export potential.
- **Reduce Number of Days of Weather Outages:**

During last month, the DG of SOC and the General Company for Ports of Iraq (GCPI) approved USAID-Tarabot assessment report and recommendations regarding the rough weather outages:


 - **Tugboats Captains Training:** Last month USAID-Tarabot has completed the technical evaluation of the offerors to provide the training. This month, the training contract was awarded to KOTUG-Nautitec, a German company based in Hamburg. The forms and instructions to start the visa process for the training candidates have been drawn up, and will be sent to SOC and GCPI for completion. A Turkish company had originally been pre-selected, but after scrutiny, the German company proved better qualified.
 - **Tugboats:** USAID-Tarabot assisted SOC to complete the SBDs for the procurement of six high capacity tugboats. This SBD is with the auditing and financial departments for approval. Though the SOC has an emergency fund capable of funding this tender, the DG would prefer

to find alternative methods of payment so their emergency reserve is not drained. He has requested a feasibility study in order to help determine how to do this.

- **Standard Operating Procedures:** Once training is completed, SOC and GCPI will develop an agreement about SOPs for rough weather operations.
- **Mooring points:** SOC approved the design of the tugboat mooring points and initiated the fabrication. The test model is nearly complete, and if successful, manufacturing will begin on 19 additional points.
- **Ship Mooring Boats:** South Oil Company has completed the installation of cranes at Khor Al Amiriyah Oil Terminal, and Al Basrah Oil Terminal, to store and deploy its four tanker-mooring boats. *Tarabot* identified the specialized boats as a significant asset in improving tanker loading time, and has worked with SOC to commission and install them on the terminals.

SOC has been using rope-firing guns to secure the tanker mooring lines, but this is a hit and miss affair, and takes significantly longer than the specialized boats. The two-ton vessels can transport the heavy mooring ropes from tanker to terminals in most weather conditions, saving around an hour and a half per berthing operation. With over 450 such operations a year, SOC can save significant funds through such simple improvements to enhance their berthing efficiency.

1.1.2 Improve MoO capacity in implementation of Technically Challenged and Troubled Refinery Projects

- **Basra Reformer Spare Parts (SRC):** The reformer is working much better now, with refinery-identified solutions resolving many of the issues. Since this remains an unapproved-by-the-MoO project and seems to require little assistance at this point, USAID-*Tarabot* recommends removing this project from the Workplan.
- **Basra Incomplete Refinery Boiler System (SRC):** USAID-*Tarabot* delivered the files from Nebraska Boilers to the DG at SRC, and was informed that the contract will be awarded to Sazeh, an Iranian company. USAID-*Tarabot* advised the refinery to ship the crates from Nebraska Boilers separately from the contract with Sazeh, due to the US sanctions against Iran – they agreed to do this.



Following this progress, USAID-*Tarabot* conducted a Skype meeting with Nebraska Boilers who reiterated that they can neither work, nor communicate with companies from a sanctioned country. They agreed, however, to respond to questions about the installation of the boilers from SRC or USAID-*Tarabot*.

In a separate meeting, the SRC Project Manager said that the Iranian company contracted to complete the work is obliged to attempt to liaise with Nebraska Boilers. *Tarabot* cautioned against this, underlining that this would cause a stoppage in work. SRC agreed to act as intermediaries, along with *Tarabot*. By acting as an interface with Nebraska boilers, USAID-*Tarabot* has ensured that the project can go forward with acceptable terms.

- **Basra Excess Salt Content Inhibiting Near and Long Term Production (SRC):** USAID-Tarabot is following up with the SRC to implement a number of solutions to improve the desalter equipment efficiency. In the meantime, *Tarabot* assisted with several other desalter recommendations across the south, including at Nasiriya Refinery, which experienced equipment failure due to lack of a desalter. *Tarabot* advised installation of a desalter and other equipment. In addition to this, SRC requested that SOC impose a specification on all IOCs for allowable salt content in crude oil, and to enforce a penalty for deviation.
- **Doura Isomerization Unit Project (MRC):** At Doura Refinery, USAID-Tarabot contacted EnergyServ, a Romanian company, requesting a technical and commercial quotation (to be sent directly to Doura Refinery) for crude heater cleaning. However, *Tarabot* has ceased engagement with this project due to concerns of interference from United Oil Products (UOP), contracted to work with MRC. *Tarabot* will recommend removing this project from the Workplan.
- **Doura Catalytic Reforming Unit Project:** USAID-Tarabot requested MRC officials to develop a list of remaining and implemented work in order to complete the cost estimation. Regardless, the project will cost an exorbitant amount of money. There are also significant contracting issues with UOP, who is working with MRC on this and other initiatives, and is concerned about interference from *Tarabot*. It is recommended to remove this project from the Workplan.
- **Doura Heavy Boilers Project:** Greens Power Company, the contractor for this project, has still not responded to the letter written and submitted last month by the MRC with USAID-Tarabot assistance, which requested bi-weekly progress reports, a detailed schedule, and drawings required for civil work. Their continued reticence makes it very difficult to make headway on this project, and it is recommended to remove this project from the Workplan.

1.2 Improve MoO Procurement Procedures and Processes

1.2.2 Assist MoO in Preparing New Tenders

- **Rehabilitation of the turbine units at Zubair I – SOC**
This month, the first draft of this SBD was prepared during a workshop and *Tarabot* met with SOC several times to review and improve the draft. It will now be submitted to the DG for approval, and afterwards go to the Material Division Store to determine availability of materials for the project. The Cost Estimation Department will subsequently prepare a cost estimate, after which the tender will be announced by the Commercial Department.
- **Purchase of Six Tugboats – SOC:** This month, the General Manager sent the prepared SBD to the Auditing and Financial Departments. The project still has no financial allocations, but the company has an emergency budget capable of funding the project, though this is not their preferred option as it would completely exhaust the fund. Alternative funding options are being explored. The Manager requested a new feasibility study in order to make the funding decision.
- **New 21 Km crude oil pipeline from Zubair to SRC:** SRC is working step by step with SCOP, (The MoO instructed the project to be awarded to SCOP on a Single Source basis), and there is an allocated fund for this project from 2016 SRC Budget. SCOP submitted their technical and financial proposals to SRC, but there are some related issues before the proposals opening and analyzing procedures can commence.
- **Fuel Oil for Furnace – SRC:** This month, the final draft of the SBDs for the EPC, Turnkey of Works by LCB, projects was completed. SRC will now add the remaining requirements. Once this is finalized and approved, the tender will be ready for posting.

- **Desalination of Sea Water – SRC:** This month, SRC is updating the prepared SBDs by adding the technical requirements. There is no allocation for this project in the MoO 2016 budget, but SRC has nonetheless identified it as their highest priority, USAID-Tarabot is assisting to work with the MoO to request funding to implement it in 2016.
- **Nitrogen unit - MRC:** The manager of Engineering & Technical Authority at MRC has given instructions for the formation of a team from the Oil Executive Projects Department, the Legal Department, and the Stores and Purchases Departments to complete the Nitrogen project EPC documents. A three -day procurement workshop will commence beginning of April to apply the SBDs of the EPC-Turnkey of Works, and prepare the draft bidding document for the project.

1.2.3 Adopt and Implement Effective Procurement System

- **Organizational Structure:** This month, the draft structure for the MRC Contracts Department was completed and submitted to the Director General of MRC, for approval. *Tarabot* also followed up with SCOP, providing a copy of the organizational structures per MoP instructions.
- **Procurement plan:** USAID-*Tarabot* received the approved SCOP 2016 procurement plan this month.
- **MoP Regulations and Instructions:** Much was accomplished this month in regards to progress towards performance indicators adoption. USAID-*Tarabot* completed a set of separated regulation workshops and technical meetings at Baghdad and Basrah locations for members from oil companies such as SCOP, OPC, MRC, SRC, SOC, IDC, Maysan Oil Company, Dhi Qar Oil Company, South Gas Company, Gas Storage Company, Oil Distribution Company, Oil Tankers Company, in addition to representatives from southern provinces.



The workshops were held in cooperation with MoP-DGGC trainers and focus on explaining MoP 2014 regulations of government contracts. *Tarabot* also met more individually with SRC to discuss and guide on MoP 2014 regulations, particularly no. 3 and 8. *Tarabot* also agreed with SCOP to add performance indicators into their Summary Procurement Monthly Report, which will establish a periodic quantifiable measure of performance indicator feedback.

- **Performance Indicators:** This month at OPC, USAID-*Tarabot* held a Performance Indicators workshop for OPC Staff. It was a general introduction to performance indicators and their benefits, in which participants were taught how to calculate the percentage for each indicator, and apply the data according to international standards to evaluate their work. Meanwhile, USAID-*Tarabot* conducted another workshop for MRC to define the standard performance indicators proposed for adoption within the company, as well as met with SRC to review their plan to apply performance indicators.
- **SBDs:** At MRC, *Tarabot* his month met several times this month with SCOP, MRC, and SRC to identify pilot projects for the application of SBDs. At their request, *Tarabot* also engaged with the Iraq Drilling Company (IDC) and Maysan Oil Company (MoC), both of which expressed interest in *Tarabot's* training on SBDs. Accordingly, several workshops are under preparation for these companies.

- **Contracts Dep't Webpage:** At the MRC this month, *Tarabot* met with the IT Manager to promote further development of their contracts department webpage, including creating a new page with instructions for the implementation of government contracts, their regulations, as well as the use of SBDs (in both English and Arabic). A separate page will be used to announce awards. The dual language and additional information will be particularly useful for foreign bidders.



1.3 Improve Projects Execution

1.3.1 Provide TA to MoO to Improve Implementation of Ongoing delayed Projects

- **Al-Fao Depot – 16 tanks – SCOP (increases crude oil storage capacity by 360,000 bpd):** This month, USAID-*Tarabot* and the Project Manager for Al Fao Depot 16 Tanks Project, discussed the MoP requirement to update the preliminary cost estimation for the project, and include it within 2016 federal budget law. SCOP is required to submit a financial analysis, a Bill of Quantities (BoQ) and an updated Scope of Work. Once received, the MoP will be able to approve and include the updated cost of this project in 2016 Federal Budget law.
- **Al-Fao Depot (implemented by Ibn Majed) – 8 tanks – SOC (increases crude oil storage capacity by 180,000 bpd):** This month, USAID-*Tarabot* held a review of the draft projects recovery plans for Al-Fao depot 8 tanks project, with their respective project managers. With this feedback, the drafts will now be sent to SOC for official approval.
- **Al-Lhaes and AL-Sabaa field extension project SCOP (increase crude oil production by 180 thousand bpd):** This month and following USAID-*Tarabot*'s recommendation, the MOE decreased their cost for the installation of electrical work on the Al Lhaes & Al Sabaa field expansion project, to only 10% over- cost (11 billion Iraqi dinars.) instead of 20%. SCOP can now move forward and sign the contract directly with SEDD, identified for the work, instead of going through the MoP, which is time consuming.
- **Nahr Bin Omar Field construction – SOC (initial capacity of the field 50 thousand bpd):** This month, *Tarabot* completed the draft of this project's recovery plan, and it is now under consideration by the Head of Projects Committee at SOC. After finalization, it will be sent to the SOC DG for approval. In the meantime, USAID-*Tarabot* worked with SOC to conduct a cost estimation workshop in order to clarify the project's remaining work cost. The project remains only 80% complete.
- **Nitrogen Production Unit (1500 NM3 /hr) Civil work:** *Tarabot* closely pursued resolution of funding issues troubling this project. MRC still does not have adequate funding for it, and *Tarabot* suggested the construction of a letter outlining the financial need as well as the significant project benefits (namely, saving more than \$13 million/year with its installation by eliminating the need to purchase nitrogen from outside markets) to



the refinery. *Tarabot* will follow up their request with MoP. Meanwhile, the rudimentary cabling for the unit has been installed.

- **Oil products pipeline (Shoaeba-Baghdad) pump stations (SCOP pipeline available capacity 28 thousand bpd):** USAID-*Tarabot* continues to investigate alternative funding solutions, and met with the head of the Planning Committee at SCOP to find headway, and other ways to follow up with OPC and the Ministry of Finance. In the meantime, the project recovery plans is under development.
- **Liquid petroleum gas unit project –SRC (production 200 ton gas liquid for the west hydrocarbon output from operation units):** This month, USAID-*Tarabot* continued work on the recovery plan for the project, which will be submitted for approval in the coming days. *Tarabot* also analyzed the installation equipment and found that it was out of date, which could present a hazard if used.
- **Raw water treatment in Qarmat Ali project-SRC (second pipe line to supply the water to SRC):** The SRC still needs to activate the L/C for this project—the contractor refuses to continue work until this is done. *Tarabot* is working to liaise with TBI to reactivate the L/C. In the meantime, the MoO withdrew the remaining work from the contractor, Al Zayton Company.
- **Increasing the capacity of the Basra refinery project - SRC Increasing the capacity of the Basra refinery to 280 000 barrels / day:** The kickoff meeting for this project should happen in the coming weeks, and USAID-*Tarabot* and SRC met several times this month to refine the scope of this project.

1.3.2 Assist MoO to Implement Project Management Urgent Systems

Cost Estimation for Tenders and Projects: This month USAID-*Tarabot* worked with MRC officials to develop the cost estimation unit. They advised the creation of an Information Feedback Unit, to provide data for cost-estimators. *Tarabot* will assist in providing job descriptions and responsibilities for both the Cost Estimation Unit and the Information Unit. *Tarabot* also discussed setting up a similar Cost Estimation Unit at SCOP—plans are in the first stage for this goal.

So far, the list of calculated cost estimation for tenders completed as follows:

1. Supplying control equipment for the crude oil well - SOC
Cost estimate: \$70.8 million USD
2. Rehabilitation of the turbine units at Zubair I – SOC
Cost estimate: not yet complete
3. Purchase of Six Tugboats -SOC
Cost estimate: \$120 million
4. New 21 Km crude oil pipeline from Zubair to SRC
Cost estimate: \$20 million (however this is subject to change as the SOW is under refinement)
5. Fuel Oil for Furnace – SRC*
Cost estimate: \$4.44 million
6. Desalination of Sea Water – SRC
Cost estimate: \$14.35 million

7. Flare Gas Recovery – MRC

Cost estimate: Ongoing

8. MLDW, iso de-waxing – MRC*

Cost estimate: \$56.5 million

9. Nitrogen unit – MRC 600 KM3/hr

Cost estimate: \$2 million

10. Bin Omar Depot – SCOP Project*

Cost estimate: \$1 billion

11. Gas compression stations project for OPC

Cost estimate: ongoing

Utilization of Primavera for project scheduling: This month USAID-Tarabot held a planning and scheduling workshop using Primavera P6 for different departments in the MoO. Participants learned how to add projects and activities, incorporate calendars and resources, and update progress and print reports. At the MRC, Tarabot assisted to guide Primavera application onto a pilot project.

Meanwhile, SCOP issued an official letter confirming that they will apply Primavera software on four major projects:

- **Karbala Refinery Project** - Raw Water Intake unit, project. Cost - \$ 41 Million USD. Start date: October 2015. Completion date: May 2017. Progress 4%.

- **Reverse Flexibility Crude Oil Project:** Cost - \$ 120 Million USD. Start date: October 2015. Completion date: February 2018. Actual progress= 5%.

- **Iraq-Iran Gas Transmission Pipeline Project:** Cost = 350 Million USD. Start date: May 2014. Completion date: May 2016. Progress = 76%. It is implemented by Tadweer, an Iranian company.

- **Al-Najibia Power Plant Project** – feeding pipeline (20 km). It is planned to start in February 2016. Project cost =10,270,000 IQD. Not started. SCOP will construct the project.

1.3.3 Assist MoO to Implement the PMP Certificate Program

This month, USAID-Tarabot completed the second PMBOK workshop at the Oil Culture Center in Basra for 17 individuals. 16 candidates out of 17 passed the PMBoK workshop exam. USAID-Tarabot is working with the MoO to prepare a third wave of PMP candidates, and visited the TOFEL center at Baghdad University to verify availability for this next wave to initiate the English competency test—the first phase of Tarabot's qualification program. SCOP has contributed 6 names to include in this third wave.



1.4 Improve internal policies, regulations and administrative functions

1.4.1 Enhance Roles, Responsibilities and Lines of Authority

Lines of Authorities: This month, USAID-Tarabot continued working with MoO and its companies to delegate and transfer particular authorities from both the Minister of Oil to DGs of oil companies. Tarabot met several times with MRC officials to follow-up the implementation of authorities approved three months ago for internal transfer from the DG to lower level managers. The meeting led to the circulation of an official letter to all MRC departments, informing them of the adoption of the new authorities and encouraging further implementation.

Meanwhile, USAID-Tarabot held a set of significant meetings with other SOEs. At SOC, USAID-Tarabot met the Head of the SOC Projects Committee, and the Amuriyah Salvage Project, to assess the administrative issues plaguing the project, and identify possible decision-making authorities for delegation that would speed not only this, but other future work.

Participants also agreed to meet the MoO Legal Department as soon as possible, to seek solutions to the current delays. The Legal Department has still not approved or commented on SOC's recommendations for taking the project forward. A similar meeting was held with the DG, and other key staff, from the Iraq Drilling Company (IDC). Participants assessed the delayed projects, analyzed administrative issues, and identified possible delegation of authorities that could assist in moving the projects forward.

In the meantime, a further meeting with the Head of the Projects Committee, the Bin Omar Project, and Al Fao Depot, looked at similar ways to enhance decision making abilities of the staff, and identified specific authorities. A list of recommended authorities will be included in the project recovery plans, prior to official submission to SOC management.

1.4.2 Assist MoO to streamline Internal Regulations and Procedures

1.4.3 Assist MoO/SCOP and OPC to Adopt Administrative Reforms

- **Work with SCOP management to implement ISO 9001 Quality Management System (QMS):** USAID-Tarabot continued this month to guide SCOP in the ISO certification process, and the implementation of the Quality Management System in pursuit of ISO 9001 certification. USAID-Tarabot met with representatives of the Performance Evaluation and Quality department to ensure that processes are being implemented according to documented procedures, work instructions, and in compliance with ISO requirements.



USAID-Tarabot has also been working with SCOP to fulfill the internal audit requirements:

1. Appointing the audit team leader.
2. Defining audit objectives, scope and criteria.
3. Selecting the audit team.
4. Assigning work to the audit team.
5. Preparing work documents.

To support this effort, USAID-Tarabot held a one- day ISO19011:2002 awareness workshop at SCOP for 20 members, most of who make up SCOP's internal auditing department. The

workshop covered the principles of auditing, managing audit programs, as well as providing guidance on how to audit quality management systems. Internal auditing is an effective and reliable tool in support of management policies and controls, and in improving company performance.

- **Work with the OPC task force to review and develop the pipelines maintenance and inspection procedures:** This month, at OPC, USAID-Tarabot assisted the Chief Engineer to draft six new engineering inspection procedures. When complete they will be sent for DG approval.

2. IRAQ DEVELOPMENT MANAGEMENT SYSTEM (IDMS)

2.1 Support the MoP to Adopt IDMS

2.1.1 Establishment of the IDMS Help Desk at MoP

This month saw noteworthy progress, and a great show of support for the IDMS system. After several weeks of little obvious progress, IDMS seems to be taking the last steps toward approval and deployment.

USAID-Tarabot held a number of coordination meetings between the MoP IDMS team, and related directorates and department, especially the Government Investment Department.

All parties universally agreed to send an internal memo to the MoP higher-management, explaining that the IDMS is fit for purpose. The memo will recommend that the system is ready to be adopted by the MoP, and that there no longer remains any significant issues preventing its use. This is a great show of strength, and championing of a system that so many have worked so hard to deliver.



USAID-Tarabot followed up with a final memo documenting the progress of Synergy's recent work on the remaining issues. They also followed up on the IDMS ToR, and the system ownership with the MoP Contracts Director.

3. SUPPORT TO MOP'S HELP DESK

3.1 MoP capacity building

With the historic approval of the MoP-developed SBDs for use across all GoI institutions, *Tarabot* is assisting to roll out these SBDs to other GoI entities, as well as to facilitate their translation into English. USAID-*Tarabot* also held a detailed and extensive workshop with the MRC regarding MoP procurement laws and regulations, and their interpretation and application upon government contracts. This meeting was held jointly with the manager of MoP's Tenders & Contracts department, demonstrating encouraging ownership of the MoP to guide and train its GoI counterparts in cooperation towards improved practices.

3.1.1 Development of Public -Private Partnership PPP

This month, USAID-*Tarabot* engaged with the SOC, who expressed interest in learning about Public-Private Partnership for future projects. Pending approval from the MoP Deputy Minister, MoP-DGGC agreed to schedule a SBD workshop for the provinces of Babil, Najaf, Karbala, Wasit, Diwaniyha, Basrah, Dhi Qar, Maysan and Muthana. Part of the workshop will be dedicated to PPP.

3.1.3 Development of Public Procurement ToT Program

USAID-*Tarabot* also continued its guidance on public procurement to the MoP this month. In cooperation with MoP and the Inspector General office, it began the second stage of the five day workshop on the 2014 Iraqi Regulations for Implementing Government Contracts (No.2). Over 125 employees from 13 southern oil companies attended. USAID-*Tarabot* has already made recommendations to the MoP and the GGCD, concerning inadequacies in the 2014 regulations, and feedback from the workshops will contribute to further recommendations.



Additionally, the MoP HelpDesk log registered 72 enquiries this month, not only from MoP-DGGC departments, but also from non-governmental entities. This indicates a healthy rise in usage since its launch last September, and that the envisaged public access is working too. The Help Desk documents all inquiries and aims to answer within 72 hours.

PROJECT ADMINISTRATION

Staffing, Deployment, Registration

As of March 31, USAID-*Tarabot* employed 59 local staff, and five expatriate staff, one of whom is on a short-term assignment.

Security

There was an uptick in demonstrations this month, culminating in an ultimatum to Prime Minister Abadi for sweeping reforms to the government. This resulted in a complete flush of the Prime Minister's cabinet, starting fresh with new candidates composed mostly of technocrats rather than politicians. He also merged several ministries in an effort to tamp down on corruption. Lawmakers said they would take up to ten days to respond to these new proposals.

Otherwise small incidents continue to occur in and around Baghdad, but staff remains unharmed and unaffected, and MSI's security profile remains strong.

Visa/ Badges

This month USAID-*Tarabot* received one yellow badge, and an additional two are in process.

Property

The following disposition requests are ongoing with USAID for disposal:

Second Disposition request: Sensitive equipment in two divisions:

1. List of Motorola radios, GPSs & Thuraya Phones: Sallyport have submitted an offer to buy it. These radios have been under Sallyport's custody since Tijara purchased it, Tijara transferred these to USAID-*Tarabot* when they closed out)

2. List of Vests, Helmets, Motorola radios, GPRS & Thuraya Phone etc....) which has been purchased by MSI, we are waiting USAID instructions regarding its disposition.

This request is still outstanding with USAID despite several reminders over the last seven months.

The disposition of 18 armored vehicles:

MSI has 18 D class Armored Vehicles. Per US Regulations these are classified and cannot be given or sold to the private sector or an alien government. They can only be given to the government or to a contractor on a USG Contract. The vehicles are registered to Private Security Company (PSC), Sallyport Global Services; because only PSCs have the authority to register armored vehicles with the Gol.

The vehicles are registered in two Iraqi Directorates, the Directorate of Registration and Evaluating the Private Security Companies (PSC) and Customs under Sallyport; which means Sallyport is legally responsible and held accountable for these vehicles. MSI proposed to return these vehicles directly to USAID Iraq, since they have ownership of them. But according to Iraqi Ministry of Interior (Mol)

regulations for orange plated vehicles, the PSC must donate them to the Iraqi Government or re-export them outside the country. There is no third option.

USAID-*Tarabot* is in the process of requesting permission from the Iraqi government to be exempted from Mol regulation. This would allow the destruction of the vehicles locally at Baghdad International Airport (BIAP), or to be donated back to USAID. *Tarabot* is also clarifying the exact cost to ship these vehicles out of Iraq for destruction.

MARCH, 2016 USAID-TARABOT LIST OF ACTIVITIES

Code	Team	Department	ACTIVITY	Type	Start Date	End Date	Province/City	Ministry	Total participants
WAJ0297	Oil Sector Team	Project Management	Workshop	PMP	2/21/2016	3/3/2016	Basrah	MIX	16
WAJ0298	Oil Sector Team	Project Management	Workshop	Cost Estimation	2/28/2016	3/3/2016	Baghdad	OPC	21
WAJ0299	Oil Sector Team	Project Management	Workshop	Primavera	3/13/2016	3/24/2016	Baghdad	MRC	13
WAO0105	Oil Sector Team	Organization Development	Workshop	ISO 9001	3/6/2016	3/6/2016	Baghdad	SCOP	17
WAR0379	Oil Sector Team	Procurement	Workshop	Regulation & Instruction	3/1/2016	3/3/2016	Basrah	SOC	26
WAR0380	Oil Sector Team	Procurement	Workshop	Regulation & Instruction	3/1/2016	3/3/2016	Basrah	SRC	12
WAR0381	Oil Sector Team	Procurement	Workshop	Archiving & Reporting systems	3/7/2016	3/8/2016	Baghdad	SCOP	20
WAR0382	Oil Sector Team	Procurement	Workshop	Regulation & Instruction	3/13/2016	3/17/2016	Baghdad	MRC	25
WAR0383	Oil Sector Team	Procurement	Workshop	Standards Bidding Documents	3/14/2016	3/16/2016	Basrah	SRC	22
WAR0384	Oil Sector Team	Procurement	Workshop	Performance Indicators	3/23/2016	3/24/2016	Baghdad	MRC	15
WAR0385	Oil Sector Team	Procurement	Workshop	Regulation & Instruction	3/20/2016	3/24/2016	Basrah	MIX	24
WAR0386	Oil Sector Team	Procurement	Workshop	Performance Indicators	3/23/2016	3/24/2016	Baghdad	OPC	14
MAC0473	Oil Sector Team	Organization Development	Meeting	Action Plan	3/1/2016	3/1/2016	Basrah	SOC & GCPI	3

Code	Team	Department	ACTIVITY	Type	Start Date	End Date	Province/City	Ministry	Total participants
MAC0474	Oil Sector Team	Technically Challenged Projects	Meeting	Action Plan	3/2/2016	3/2/2016	Basrah	SRC	2
MAC0475	Oil Sector Team	Technically Challenged Projects	Meeting	Action Plan	3/7/2016	3/7/2016	Basrah	SOC	1
MAC0476	Oil Sector Team	Technically Challenged Projects	Meeting	Action Plan	3/10/2016	3/10/2016	Basrah	SOC	1
MAC0477	Oil Sector Team	Technically Challenged Projects	Meeting	Action Plan	3/27/2016	3/27/2016	Basrah	GCPI	3
MAI0284	Oil Sector Team	Regulatory Reform	Meeting	Introductory	3/23/2016	3/23/2016	Basrah	IDC	16
MAR0632	Oil Sector Team	Procurement	Meeting	Regular Meeting	3/9/2016	3/9/2016	Basrah	SOC	2
MAT3042	Oil Sector Team	Technically Challenged Projects	Meeting	Technical	3/1/2016	3/1/2016	Basrah	SRC	4
MAT3043	Oil Sector Team	Technically Challenged Projects	Meeting	Technical	3/1/2016	3/1/2016	Basrah	SRC	2
MAT3044	Oil Sector Team	Procurement	Meeting	Technical	3/1/2016	3/1/2016	Baghdad	OPC	3
MAT3045	Oil Sector Team	Procurement	Meeting	Technical	3/1/2016	3/1/2016	Baghdad	MRC	2
MAT3046	Oil Sector Team	Project Management	Meeting	Technical	3/1/2016	3/1/2016	Baghdad	MRC	2
MAT3047	IDMS	IDMS	Meeting	Technical	3/2/2016	3/2/2016	Baghdad	MoP	2
MAT3048	Oil Sector Team	Regulatory Reform	Meeting	Technical	3/2/2016	3/2/2016	Baghdad	MoO	1
MAT3049	Procurement with MoP	Procurement	Meeting	Technical	3/1/2016	3/1/2016	Baghdad	MoP	6
MAT3050	Oil Sector Team	Organization Development	Meeting	Technical	3/3/2016	3/3/2016	Baghdad	SCOP	2

Code	Team	Department	ACTIVITY	Type	Start Date	End Date	Province/City	Ministry	Total participants
MAT3051	Oil Sector Team	Organization Development	Meeting	Technical	3/6/2016	3/6/2016	Baghdad	OPC	1
MAT3052	Oil Sector Team	Regulatory Reform	Meeting	Technical	3/3/2016	3/3/2016	Baghdad	MoO	2
MAT3053	Oil Sector Team	Project Management	Meeting	Technical	3/3/2016	3/3/2016	Baghdad	SCOP	3
MAT3054	Oil Sector Team	Project Management	Meeting	Technical	3/3/2016	3/3/2016	Baghdad	SCOP	2
MAT3055	Oil Sector Team	Project Management	Meeting	Technical	3/6/2016	3/6/2016	Basrah	SOC	1
MAT3056	Oil Sector Team	Procurement	Meeting	Technical	3/6/2016	3/6/2016	Basrah	SOC	2
MAT3057	Procurement with MoP	Procurement with MoP	Meeting	Technical	3/6/2016	3/6/2016	Baghdad	MoP	1
MAT3058	Oil Sector Team	Organization Development	Meeting	Technical	3/6/2016	3/6/2016	Baghdad	OPC	1
MAT3059	Oil Sector Team	Regulatory Reform	Meeting	Technical	3/6/2016	3/6/2016	Baghdad	MoO	1
MAT3060	Oil Sector Team	Technically Challenged Projects	Meeting	Technical	3/6/2016	3/6/2016	Basrah	SOC	2
MAT3061	Oil Sector Team	Project Management	Meeting	Technical	3/6/2016	3/6/2016	Baghdad	SCOP	2
MAT3062	Oil Sector Team	Project Management	Meeting	Technical	3/7/2016	3/7/2016	Basrah	SRC	4
MAT3063	Oil Sector Team	Procurement	Meeting	Technical	3/7/2016	3/7/2016	Basrah	SOC	2
MAT3064	Oil Sector Team	Project Management	Meeting	Technical	3/7/2016	3/7/2016	Baghdad	SCOP	3
MAT3065	Oil Sector Team	Regulatory Reform	Meeting	Technical	3/7/2016	3/7/2016	Baghdad	MoO	1
MAT3066	Oil Sector Team	Project Management	Meeting	Technical	3/7/2016	3/7/2016	Baghdad	SCOP	1
MAT3067	Oil Sector Team	Organization Development	Meeting	Technical	3/7/2016	3/7/2016	Baghdad	SCOP	2

Code	Team	Department	ACTIVITY	Type	Start Date	End Date	Province/City	Ministry	Total participants
MAT3068	Oil Sector Team	Organization Development	Meeting	Technical	3/7/2016	3/7/2016	Baghdad	SCOP	1
MAT3069	Oil Sector Team	Technically Challenged Projects	Meeting	Technical	3/7/2016	3/7/2016	Basrah	SRC	2
MAT3070	Oil Sector Team	Procurement	Meeting	Technical	3/8/2016	3/8/2016	Baghdad	OPC	3
MAT3071	Oil Sector Team	Procurement	Meeting	Technical	3/16/2016	3/16/2016	Baghdad	MoP	2
MAT3072	Oil Sector Team	Regulatory Reform	Meeting	Technical	3/8/2016	3/8/2016	Baghdad	MoO	1
MAT3073	Oil Sector Team	Project Management	Meeting	Technical	3/8/2016	3/8/2016	Baghdad	SCOP	2
MAT3074	Oil Sector Team	Project Management	Meeting	Technical	3/8/2016	3/8/2016	Baghdad	SCOP	6
MAT3075	Oil Sector Team	Project Management	Meeting	Technical	3/8/2016	3/8/2016	Baghdad	SCOP	7
MAT3076	Oil Sector Team	Procurement	Meeting	Technical	3/2/2016	3/2/2016	Baghdad	SCOP	3
MAT3077	Oil Sector Team	Procurement	Meeting	Technical	3/2/2016	3/2/2016	Baghdad	OPC	3
MAT3078	Oil Sector Team	Procurement	Meeting	Technical	3/2/2016	3/2/2016	Baghdad	MRC	2
MAT3079	Oil Sector Team	Procurement	Meeting	Technical	3/3/2016	3/3/2016	Baghdad	MRC	3
MAT3080	Oil Sector Team	Procurement	Meeting	Technical	3/3/2016	3/3/2016	Baghdad	OPC	3
MAT3081	Oil Sector Team	Procurement	Meeting	Technical	3/3/2016	3/3/2016	Baghdad	SCOP	2
MAT3082	Oil Sector Team	Procurement	Meeting	Technical	3/6/2016	3/6/2016	Basrah	SOC	2
MAT3083	Oil Sector Team	Procurement	Meeting	Technical	3/7/2016	3/7/2016	Baghdad	OPC	3
MAT3084	Oil Sector Team	Procurement	Meeting	Technical	3/7/2016	3/7/2016	Baghdad	MRC	3

Code	Team	Department	ACTIVITY	Type	Start Date	End Date	Province/City	Ministry	Total participants
MAT3085	Oil Sector Team	Technically Challenged Projects	Meeting	Technical	3/7/2016	3/7/2016	Basrah	SOC	2
MAT3086	Oil Sector Team	Procurement	Meeting	Technical	3/8/2016	3/8/2016	Basrah	SRC	2
MAT3087	Oil Sector Team	Procurement	Meeting	Technical	3/9/2016	3/9/2016	Basrah	SOC	2
MAT3088	Oil Sector Team	Procurement	Meeting	Technical	3/9/2016	3/9/2016	Baghdad	SCOP	2
MAT3089	Oil Sector Team	Project Management	Meeting	Technical	3/9/2016	3/9/2016	Baghdad	OPC	1
MAT3090	Oil Sector Team	Procurement	Meeting	Technical	3/9/2016	3/9/2016	Baghdad	MRC	9
MAT3091	Oil Sector Team	Organization Development	Meeting	Technical	3/9/2016	3/9/2016	Baghdad	OPC	1
MAT3092	Oil Sector Team	Project Management	Meeting	Technical	3/10/2016	3/10/2016	Baghdad	SCOP	4
MAT3093	Oil Sector Team	Procurement	Meeting	Technical	3/10/2016	3/10/2016	Baghdad	SCOP	2
MAT3094	Oil Sector Team	Procurement	Meeting	Technical	3/10/2016	3/10/2016	Baghdad	OPC	2
MAT3095	Oil Sector Team	Procurement	Meeting	Technical	3/10/2016	3/10/2016	Baghdad	MRC	9
MAT3096	Oil Sector Team	Project Management	Meeting	Technical	3/10/2016	3/10/2016	Baghdad	SCOP	9
MAT3097	Oil Sector Team	Organization Development	Meeting	Technical	3/10/2016	3/10/2016	Baghdad	SCOP	2
MAT3098	Oil Sector Team	Organization Development	Meeting	Technical	3/10/2016	3/10/2016	Baghdad	OPC	1
MAT3099	Oil Sector Team	Regulatory Reform	Meeting	Technical	3/10/2016	3/10/2016	Baghdad	MRC	1
MAT3100	Oil Sector Team	Regulatory Reform	Meeting	Technical	3/13/2016	3/13/2016	Baghdad	MRC	1
MAT3101	Oil Sector Team	Procurement	Meeting	Technical	3/13/2016	3/13/2016	Baghdad	SRC	3

Code	Team	Department	ACTIVITY	Type	Start Date	End Date	Province/City	Ministry	Total participants
MAT3102	Oil Sector Team	Organization Development	Meeting	Technical	3/16/2016	3/16/2016	Baghdad	SCOP	2
MAT3103	Oil Sector Team	Organization Development	Meeting	Technical	3/13/2016	3/13/2016	Baghdad	OPC	1
MAT3104	Oil Sector Team	Technically Challenged Projects	Meeting	Technical	3/13/2016	3/13/2016	Basrah	SOC	1
MAT3105	Oil Sector Team	Procurement	Meeting	Technical	3/13/2016	3/13/2016	Basrah	SOC	5
MAT3106	Oil Sector Team	Project Management	Meeting	Technical	3/13/2016	3/13/2016	Basrah	SRC	1
MAT3107	Oil Sector Team	Technically Challenged Projects	Meeting	Technical	3/13/2016	3/13/2016	Basrah	SRC	2
MAT3108	Oil Sector Team	Procurement	Meeting	Technical	3/14/2016	3/14/2016	Baghdad	SCOP	1
MAT3109	Oil Sector Team	Procurement	Meeting	Technical	3/14/2016	3/14/2016	Basrah	SOC	4
MAT3110	Oil Sector Team	Project Management	Meeting	Technical	3/14/2016	3/14/2016	Basrah	SOC	3
MAT3111	Oil Sector Team	Project Management	Meeting	Technical	3/14/2016	3/14/2016	Baghdad	MoP	6
MAT3112	Oil Sector Team	Organization Development	Meeting	Technical	3/14/2016	3/14/2016	Baghdad	SCOP	2
MAT3113	Oil Sector Team	Procurement	Meeting	Technical	3/15/2016	3/15/2016	Basrah	SOC	3
MAT3114	Oil Sector Team	Project Management	Meeting	Technical	3/15/2016	3/15/2016	Basrah	OPC	2
MAT3115	Oil Sector Team	Procurement	Meeting	Technical	3/16/2016	3/16/2016	Basrah	SRC	1
MAT3116	Oil Sector Team	Procurement	Meeting	Technical	3/20/2016	3/20/2016	Baghdad	SOC	5
MAT3117	Oil Sector Team	Project Management	Meeting	Technical	3/20/2016	3/20/2016	Baghdad	MRC	2
MAT3118	Oil Sector Team	Project Management	Meeting	Technical	3/20/2016	3/20/2016	Baghdad	SCOP	1

Code	Team	Department	ACTIVITY	Type	Start Date	End Date	Province/City	Ministry	Total participants
MAT3119	Oil Sector Team	Procurement	Meeting	Technical	3/20/2016	3/20/2016	Baghdad	SCOP	5
MAT3120	Oil Sector Team	Procurement	Meeting	Technical	3/22/2016	3/22/2016	Baghdad	OPC	2
MAT3121	Oil Sector Team	Regulatory Reform	Meeting	Technical	3/22/2016	3/22/2016	Basrah	SOC	1
MAT3122	Oil Sector Team	Project Management	Meeting	Technical	3/22/2016	3/22/2016	Baghdad	OPC	1
MAT3123	Oil Sector Team	Procurement	Meeting	Technical	3/22/2016	3/22/2016	Baghdad	SCOP	4
MAT3124	Oil Sector Team	Project Management	Meeting	Technical	3/23/2016	3/23/2016	Baghdad	OPC	2
MAT3125	Oil Sector Team	Project Management	Meeting	Technical	3/24/2016	3/24/2016	Baghdad	MRC	2
MAT3126	Oil Sector Team	Procurement	Meeting	Technical	3/16/2016	3/16/2016	Baghdad	SCOP	5
MAT3127	Oil Sector Team	Procurement	Meeting	Technical	3/15/2016	3/15/2016	Basrah	OPC	2
MAT3128	Oil Sector Team		Meeting	Technical	3/15/2016	3/15/2016	Basrah	SOC	3
MAT3129	Oil Sector Team	Technically Challenged Projects	Meeting	Technical	3/20/2016	3/20/2016	Basrah	SRC	2
MAT3130	Oil Sector Team	Procurement	Meeting	Technical	3/23/2016	3/23/2016	Baghdad	SRC	2
MAT3131	Oil Sector Team	Procurement	Meeting	Technical	3/23/2016	3/23/2016	Basrah	SCOP	1
MAT3132	Oil Sector Team		Meeting	Technical	3/22/2016	3/22/2016	Basrah	SRC	2
MAT3133	Oil Sector Team	Technically Challenged Projects	Meeting	Technical	3/22/2016	3/22/2016	Basrah	SRC	2
MAT3134	Oil Sector Team	Procurement	Meeting	Technical	3/23/2016	3/23/2016	Maysan	SOC	2
MAT3135	Oil Sector Team	Project Management	Meeting	Technical	3/23/2016	3/23/2016	Baghdad	MOC	3

Code	Team	Department	ACTIVITY	Type	Start Date	End Date	Province/City	Ministry	Total participants
MAT3136	Oil Sector Team	Project Management	Meeting	Technical	3/23/2016	3/23/2016	Baghdad	MRC	2
MAT3137	Oil Sector Team	Regulatory Reform	Meeting	Technical	3/23/2016	3/23/2016	Basrah	OPC	2
MAT3138	Oil Sector Team	Project Management	Meeting	Technical	3/23/2016	3/23/2016	Basrah	SOC	2
MAT3139	Oil Sector Team	Procurement	Meeting	Technical	3/15/2016	3/15/2016	Baghdad	IDC	4
MAT3140	Oil Sector Team	Organization Development	Meeting	Technical	3/24/2016	3/24/2016	Baghdad	SCOP	5
MAT3141	Oil Sector Team	Procurement	Meeting	Technical	3/24/2016	3/24/2016	Basrah	SRC	2
MAT3142	Oil Sector Team	Project Management	Meeting	Technical	3/24/2016	3/24/2016	Baghdad	SCOP	5
MAT3143	Oil Sector Team	Project Management	Meeting	Technical	3/28/2016	3/28/2016	Baghdad	SCOP	4
MAT3144	Oil Sector Team	Procurement	Meeting	Technical	3/24/2016	3/24/2016	Baghdad	SCOP	1
MAT3145	Oil Sector Team	Project Management	Meeting	Technical	3/24/2016	3/24/2016	Basrah	SOC	3
MAT3146	Oil Sector Team	Regulatory Reform	Meeting	Technical	3/24/2016	3/24/2016	Basrah	SOC	2
MAT3147	Oil Sector Team	Procurement	Meeting	Technical	3/26/2016	3/26/2016	Basrah	SOC	2
MAT3148	Oil Sector Team	Procurement	Meeting	Technical	3/22/2016	3/22/2016	Basrah	SOC	2
MAT3149	Oil Sector Team	Procurement	Meeting	Technical	3/27/2016	3/27/2016	Baghdad	MRC	2
MAT3150	Oil Sector Team	Project Management	Meeting	Technical	3/27/2016	3/27/2016	Baghdad	UNIVERSITY OF BAGHDAD	1
MAT3151	Oil Sector Team	Organization Development	Meeting	Technical	3/27/2016	3/27/2016	Baghdad	OPC	4
MAT3152	Oil Sector Team	Organization Development	Meeting	Technical	3/27/2016	3/27/2016	Baghdad	SCOP	5

Code	Team	Department	ACTIVITY	Type	Start Date	End Date	Province/City	Ministry	Total participants
MAT3153	Oil Sector Team	Procurement	Meeting	Technical	3/27/2016	3/27/2016	Baghdad	SCOP	2
MAT3154	Oil Sector Team	Project Management	Meeting	Technical	3/28/2016	3/28/2016	Baghdad	MRC	1
MAT3155	Oil Sector Team	technically Challenged Projects	Meeting	Technical	3/28/2016	3/28/2016	Basrah	SOC	3
MAT3156	Oil Sector Team	Organization Development	Meeting	Technical	3/28/2016	3/28/2016	Baghdad	SCOP	5
MAT3157	Oil Sector Team	Technically Challenged Projects	Meeting	Technical	3/29/2016	3/29/2016	Basrah	GCPI	2
MAT3158	Oil Sector Team	Project Management	Meeting	Technical	3/29/2016	3/29/2016	Baghdad	MoP	1
MAT3159	Oil Sector Team	Project Management	Meeting	Technical	3/29/2016	3/29/2016	Baghdad	SCOP	1
MAT3160	Oil Sector Team	Project Management	Meeting	Technical	3/29/2016	3/29/2016	Baghdad	SCOP	3
MAT3161	Oil Sector Team	procurement	Meeting	Technical	3/29/2016	3/29/2016	Baghdad	MRC	1
MAT3162	Oil Sector Team	procurement	Meeting	Technical	3/27/2016	3/27/2016	Basrah	SOC	7
MAT3163	Oil Sector Team	Technically Challenged Projects	Meeting	Technical	3/23/2016	3/23/2016	Basrah	SRC	2
MAT3164	Oil Sector Team	Technically Challenged Projects	Meeting	Technical	3/31/2016	3/31/2016	Basrah	GCPI - SOC	5
MAT3165	Oil Sector Team	Project Management	Meeting	Technical	3/31/2016	3/31/2016	Baghdad	OPC	3